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Crime prevention and criminal justice

United Nations African Institute for the Prevention of Crime and the Treatment of Offenders

Report of the Secretary-General

Summary

The present report has been prepared pursuant to General Assembly resolution 64/181. It highlights the responses of African countries to calls for collective and coordinated initiatives aimed at enhancing their crime prevention and criminal justice systems through the use of existing national, regional legal frameworks; statutory and international instruments such as conventions and resolutions; and geopolitical mechanisms such as regional political blocks. The report assesses the value of integrating relevant aspects of local and traditional criminal justice systems, which tend to rely on restorative justice and on conciliatory and community-based alternatives and are widely practiced in rural Africa, into the penal and criminal justice reform required at the international level. The report includes a description of specific and tailored programme activities of the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders designed to provide African countries with technical assistance for effective crime prevention and criminal justice systems.

Measures for making the Institute a suitable and sustainable tool for meeting Africa's needs in the area of crime prevention and criminal justice are discussed. This could be done by strengthening the Institute and through the adoption of conventional and innovative strategies aimed at mobilizing funds, improving the Institute's visibility, management and governance and increasing collaborative partnerships. Issues relating to future undertakings and obligations, with an emphasis on how to address identified and prospective challenges, are also examined in the present report.

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I. Introduction

1. The present report has been prepared pursuant to General Assembly resolution 64/181. It contains an outline of the programmes and operations of the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders, which are driven by the demands of member States, in accordance with the mandate of the Institute. It highlights conventional measures and contains an evaluation of the effectiveness of available crime prevention and criminal justice initiatives. The report illustrates measures that the Institute is applying to meet the needs of its member States in a way that is tailored to the realities of each country and includes proposals for mobilizing available capacities within each country with a view to reaching sustainable, community-based solutions to the crime problem and identifying criminal justice challenges.

2. The report includes information on proposals made by the Institute to enhance collaborative arrangements in the implementation of its programmes. The report describes the growing quest by member States to address the general and specific vulnerabilities affecting their development with a unique and customized assortment of evidence-based measures. The report contains information that demonstrates the relevance of good practices, the usefulness of cooperating with existing crime prevention networks and the need to incorporate relevant aspects of traditional and conventional systems in crime prevention policies, at all levels.

3. Africa suffers from factors that negatively impact its development and its ability to detect crime, enabling criminal bands to operate in mainstream public services. In turn, this has resulted in a quest for evidence-based interventions capable of responding appropriately to deficiencies in security and good governance, and of addressing socio-economic development. Calls have been made for: (a) a review of procedures in law enforcement operations; and (b) reforms in legislation, correctional systems and criminal justice systems.

4. Increasingly, good governance is being understood as personal responsibility and collective accountability in the management of public affairs in Africa. This enhances the view that the rule of law is a prerequisite for development.

5. Africa's unique crime situation is receiving attention from formal and informal institutions working on preventing crime. The successful fight against crime requires interlocking national, regional and international strategies rooted in global cooperation.

6. The Institute continues to be the explicit entry point for technical assistance on crime prevention provided by international networks to Africa. Supported by specific conventions and relevant resolutions, the Institute's mandate constitutes the basis for the delivery of services to its member States, in partnership with other agencies at the local, regional and international levels.

II. Governance and management

A. Governing Board

7. The eleventh session of the Governing Board of the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders, held in Nairobi on 27 and 28 April 2010, was attended by representatives of Cameroon, the Democratic Republic of the Congo, Kenya, Malawi, Nigeria, Senegal, the Sudan, Uganda and Zambia.

8. The Board appreciated the Institute's programme of activities and its role in offering technical support to member States but expressed concern about the continued presence of sophisticated criminal activity in African countries.

9. The Board focused on the need for greater visibility of the services offered by the Institute to assist member States in facing the increasingly serious crime problem and its implications for development in the region. The Board considered measures for responding adequately to the general challenge of inadequate financial inflows and decided to make the Institute a vibrant, strengthened and more relevant mechanism. The Board noted that, as a result of its earlier mobilization initiative, a record number of 13 countries had paid their dues and urged others to do the same. The representatives of the Governments of Cameroon, the Democratic Republic of the Congo and Zambia said that their countries' contributions would be provided to the Institute in the near future.

10. Against the backdrop of escalating crime in Africa and the increasingly dynamic profiles of criminals, the Governing Board approved a review of the Institute to reflect the real needs of African countries in the face of current challenges. Such a review would centre on the objectives, financing, reporting and management of the Institute with a view to improving the visibility of the Institute. A review committee, chaired by Uganda and comprising representatives of all member States of the Governing Board, was tasked with submitting its recommendations to the Governing Board, for its consideration and implementation, within six months.

11. The Board approved the programme of work and budget of the Institute for the period 2010-2011, which was mainly based on the increased engagement of member States in joint activities with the Institute. The Board expressed gratitude to those member States that had contributed to the Institute for their support, noting with appreciation the approval by the General Assembly of a grant for the biennium 2010-2011 to cover the salaries of staff members in the professional category. The Board also expressed gratitude to the Assembly for adopting its resolution 64/181, in which the Assembly commended the Institute for its efforts to promote and coordinate regional technical cooperation activities related to crime prevention and criminal justice systems in Africa. The Government of Uganda reaffirmed its support for the Institute, including by affirming the Institute's right of tenure to the land on which it is located. In addition, the Government of Uganda expressed its intention to convene a conference of African ministers after July 2011. The Board acknowledged with satisfaction the network of agencies, academic institutions, civil society organizations and Government departments with links to the Institute.

B. General direction and management

12. The work of the Institute is designed to integrate relevant regional developments with pertinent traditional practices. The Institute is also promoting innovative strategies in criminal justice administration that include the following: (a) writings and folklore; (b) modern and conventional mechanisms; and (c) formal and informal aspects. Thanks to the support, financial and other, of member States, as directed by the Governing Board, these initiatives are receiving the attention they deserve. These programmes are meant for replication in other regions, as a means to share knowledge and good practices.

13. As an entry point for international crime prevention networks in Africa, the Institute is encouraging the implementation of pragmatic strategies and reform. In the process, the Institute is building up its own technical capacities for integrating African perspectives in international crime prevention efforts. Importantly, the Institute is increasingly investing in regional cooperation in order to tap into existing initiatives for the implementation of joint programmes for its member States. The Institute is promoting the development of relevant policies and offering tailored technical assistance to member States. New partnerships are being sought, while existing arrangements with member States, the United Nations Office on Drugs and Crime (UNODC), the General Assembly, the United Nations Crime Prevention and Criminal Justice Programme network of institutes, academic and professional organizations and civil society.

III. Substantive programmes and activities

A. Overview

14. Since the beginning of this millennium, there has been a growing interest in the creation of substantive mechanisms to strengthen the conventional measures for crime prevention and criminal justice administration with the effect that new areas of vulnerability have continued to emerge. This vulnerability calls for more pragmatic initiatives that are based on wider consultations, policy development and research-based reform, facilitating the integration of relevant practices in existing systems for the management of public affairs. However, despite the commitment of the authorities in Africa to crime prevention, there continue to be challenges to the attainment of goals, presumably because of low levels of resource utilization and mobilization and a lack of awareness.

15. African States participate in international mechanisms for the maintenance of justice, law and order, including the Security Council, the International Criminal Court and peacekeeping operations. The responsibilities that accompany such participation include that of strengthening institutional frameworks with the kind of expert knowledge needed for making the desired change. Representatives of African countries convened in Kampala in June 2010 for the conference to review the efficacy of the Rome Statute of the International Criminal Court[1] in delivering

[1] United Nations, *Treaty Series*, vol. 2187, No. 38544.

international justice. The Institute plans to form and consolidate strategic coalitions in order to respond to the issues identified by its member States at that conference.

B. Project activities

16. The activities of the Institute are based on research aimed at identifying member States' needs, strengthening cooperation to build a network of relevant partnerships, disseminating information to increase awareness and providing technical assistance, with emphasis on training in human resources. For the development of remedial strategies and effective policy, crime data are collected, analysed and processed.

17. The schedule of activities undertaken by the Institute is driven by the demand of African countries and implemented on a cost-sharing basis between the member States and other partners, including UNODC.

1. Research

(a) "From prison back home" project

18. Because it recognizes the human rights of offenders, the "From prison back home" project continues to draw the attention of an increasing number of civil society organizations, relevant correctional authorities, academic institutions and individual experts. Through the project, the Institute implements, as it is mandated to do, the basic principles of restorative justice in criminal matters by catering to the needs of victims and involving them in the social rehabilitation and reintegration of prisoners. Founded on the principles of improved welfare, control of possible recidivism and empowerment of local communities as effective channels for criminal justice, the project is central to all efforts aimed at correctional management and penal reform. The Institute has started negotiations with the following civil society organizations to further the ideals of the project in their various areas of operation: Crimson International, in parts of the Democratic Republic of the Congo, as well as in Central and Southern Africa; Babies in Prison, in East Africa; Prison Fellowship Uganda, in Uganda; Malawi Prison Service, in Malawi; and Ghana Prison Service, in West Africa.

19. High-level talks are under way to run the project in Africa in collaboration with the Africa Correctional Services Association, the Prisons Rehabilitation and Welfare Action and the International Corrections and Prisons Association. The Institute will promote the project together with specific programmes for improving knowledge of corrections in Africa.

(b) Evaluation of alternative dispute resolution systems in Rwanda

20. The unique African heritage of providing social welfare through the extended family offers a means to resolve conflicts in communities. It is believed that African community-based alternatives are preferential because they are rooted in values such as hospitality, forgiveness, conciliation, mediation, goodwill, reconciliation and respect for elders. Attempts to reactivate traditional justice systems, such as that of the *gacaca*, which are driven by community norms, is expected to be of vital importance. The Institute considers the *gacaca* system, mutatis mutandis, to be an

effective means of implementing the basic principles of restorative justice referred to above. The *gacaca* system presents the existing criminal justice systems with the African perspective, which is pragmatic and sensitive to the realities of each situation, as well as respectful of human rights.

21. Consultations aimed at identifying sources of funds, resources and modalities for carrying out an evaluation of alternative dispute resolution systems in Rwanda are continuing with the relevant authorities and partners, including civil society organizations, in Kigali. The Institute expects to use this evaluation to showcase the significance of traditional systems for implementing the basic principles of restorative justice and expects the findings to have implications for criminal justice reform in several African countries.

(c) Impact assessment of community service orders in Kenya

22. The Institute is responding to a request from the Government of Kenya for technical assistance in the evaluation of a programme involving the provision of community and aftercare services. A meeting of experts has been held, during which detailed plans of the project were finalized. Arrangements are being made to collect data in selected districts, upon receipt of funds. The outcome of this evaluation is expected to have an impact on other African countries, in particular with regard to information-sharing within the region. It is also expected to have the potential to address conclusively the problem of overcrowding through non-custodial measures.

(d) Cyberwatch project

23. A collaboration between the Institute and the International Association of Cybercrime Prevention (AILCC), based in France, has led to the establishment of the African Center for Cyberlaw and Cybercrime Prevention (ACCP), which will be inaugurated in July 2010. The Center's mission is to explore and understand the Internet; to study the development, dynamics, norms, and standards pertaining to the Internet in Africa; to assess the need or lack thereof for laws and sanctions; and to enhance knowledge about online fraudulent strategies commonly adopted by criminals to exploit people. The Center also aims to explore cyberspace and to help pioneer its development in Africa. It represents a network of African and international experts, academics, fellows, researchers, law enforcement and lawyers working to identify and engage with the challenges and opportunities of cyberspace and to fight cybercrime, in Africa in particular but also worldwide.

(e) Trafficking in persons in Nigeria and Uganda

24. Following the launch of reports about trafficking in persons in Nigeria and Uganda, the Institute is working with institutions, including civil society organizations, to work out modalities for raising awareness about human trafficking and implementing the recommendations contained in the above-mentioned reports. The focus will be on prevention, prosecution and protection, as applicable. The Institute is negotiating a collaboration with the United Kingdom Human Trafficking Centre for the achievement of these objectives.

(f) ***African Journal on Crime and Criminal Justice***

25. In line with its mandate to carry out policy-oriented research exploring the relationship between crime and development, the Institute has published the inaugural issue of the *African Journal on Crime and Criminal Justice*. That issue contains articles by international scholars on aspects of crime, development and social justice. The articles are based on research and regional experiences, and benefit from a broader international perspective. The diversity of the editorial board represents a strategic source of expertise for the programmes in training, research and information exchange.

26. The *African Journal on Crime and Criminal Justice* has been a success on many fronts. Legal journals serve as an important source of legal opinion and law, and Africa is acutely in need of the kind of guidance that this research can give to law- and policymakers. This journal, which deals with such priority subjects as human rights, the treatment of offenders, cybercrime, human trafficking, corruption and crime in education, and that uses contemporary and highly valuable statistics, academic research, crime data and expert counselling on these pressing issues, is of immeasurable value in guiding policy and law, and in informing practice for the future of African justice. The journal has also been proved to make a significant contribution to the Institute's objectives of assisting in the development of policies for the prevention and control of juvenile crime, promoting innovative strategies to prevent crime and pursue criminal justice reforms and, notably, establishing the framework through which expertise and information can be exchanged and disseminated. Work is already being done on a second issue of the journal, and plans are under way to increase its distribution over the coming months.

27. There are indications that the first issue of the *African Journal on Crime and Criminal Justice* was hailed as a vital compilation of research-based reports addressing crime patterns and prevention measures. The inaugural edition, launched in Nairobi in April 2010 by the Chair of the Board, attracted the attention of several criminal justice personnel and staff members of Government departments, including ministers. Academic and research institutions, as well as legal practitioners from various regions, also took note of the journal.

(g) Country profile project

28. The Institute is working on a network of contacts that are useful sources of crime data in African countries. Through these contacts the Institute is coordinating the collation of vital data regarding the implementation of the Standard Minimum Rules on the Treatment of Prisoners[2] in a database. This project will reveal the challenges faced by correctional authorities in implementing the instrument and help identify the kind of interventions and technical assistance needed.

(h) Status of implementation of the Standard Minimum Rules for the Treatment of Prisoners by African States

29. Questionnaires aimed at assessing the status of implementation of the Standard Minimum Rules for the Treatment of Prisoners were designed and, since

[2] *Human Rights: A Compilation of International Instruments*, Volume I (First Part): *Universal Instruments* (United Nations publication, Sales No. E.02.XIV.4 (Vol. I, Part 1)), sect. J, No. 34.

November 2009, have been sent to 35 African countries, 12 of which have submitted responses to the Institute. This is an encouraging response rate for the collection of data in Africa. The research is a collaborative effort between the Institute and UNODC, with the Institute providing technical expertise.

(i) Extradition and mutual legal assistance

30. The Institute is currently updating the instrument for collecting information on extradition and mutual legal assistance for a database on existing legislation and arrangements among countries. In addition, it is exploring possible sources of funding.

2. Training

(a) Short courses for improving criminal justice systems

31. The Institute's pioneer short course for correctional officers from East Africa has attracted requests from other regions. After extensive consultations with authorities, the Institute is scheduled to replicate the training in other subregions, in accordance with specified needs. Currently, the Institute is facilitating a request from the Government of Kenya to improve capacity for the provision of correctional and aftercare services in that country.

32. The Institute is also in advanced consultations with the Ghana Prison Service about hosting a training session for criminal justice personnel in West Africa. Opportunities for further collaboration with partner entities such the African Development Bank, the United Nations Children's Fund and civil society organizations are being developed.

(b) Training workshops on parole, probation and community corrections

33. In response to the interest in training expressed by the correctional authorities concerned, the Institute is in consultations with UNODC about funding the "post-prison conditional release" project. The project comes from proposals made at training workshops held in Kenya, Uganda and Zambia and focuses on improving understanding about alternative measures, including non-custodial measures, and on promoting such measures in Africa.

(c) Examination watch

34. Together with the relevant authorities in Africa, the Institute has identified a need for tackling academic deficiencies and performance challenges in the public and private sectors since such challenges lead to poor performance and incompetence and, in turn, give rise to nepotism and other forms of favouritism in recruitment processes. Overall, these challenges are traceable to irregularities during examinations, including impersonation and the falsification and forgery of academic awards. A regional expert meeting is expected to be held in June 2010 in Kigali to discuss the extent of the problem and devise methods of addressing the challenges. The Government of Rwanda has kindly agreed to co-sponsor the meeting with the Institute.

(d) Summer school project

35. The summer school project is the result of a collaboration between the Institute, Washington and Lee University (United States of America) and Makerere University (Uganda). The project aims to raise awareness of human rights and related issues in criminal justice, such as capital punishment. The project will benefit from the expertise of local and international visiting professors and experts, in addition to the expert contribution of the Institute. The project will get under way in August 2010 at the Institute's secretariat and involve scholars, human rights activists, legal practitioners and criminal justice personnel.

(e) Course for peacebuilding and peacekeeping

36. The Institute is organizing a training course for the Ugandan military that focuses on the role of crime prevention and on the human rights of victims of conflicts. Scheduled to take place in the second half of 2010, the training course is expected to be a joint activity between Washington and Lee University, the Government of Uganda and the Institute. Modalities for its implementation, including the topics to be included in the curriculum, are currently being discussed.

3. Information dissemination

(a) Production of reports and a newsletter

37. Information is a crucial management tool. The Institute is placing emphasis on the acquisition, storage and subsequent dissemination of information to relevant users, as and when required. Information is disseminated on an ongoing basis through reports on implemented activities to partner agencies that are made available online.

38. Reports on implemented activities serve to showcase the data gathered by the Institute and to provide Governments, partner organizations, scholars, practitioners, researchers and other organizations working in the field of crime prevention with vital information. While the reports are essential for harmonizing problem-solving processes and for implementing strategic programmes, they also bolster the Institute's position as a coordinating body for partners in identifiable fields of cooperation. Thus, the Institute's reports continue to be a significant tool to promote collaboration among Governments and other entities in order to formulate common policies and practices and to generate possibilities for mobilizing resources. The dissemination of the reports is fundamental for promoting strategies to prevent crime and encouraging criminal justice reform, as such developments hinge on promoting the exchange of knowledge, expertise and experience among relevant stakeholders.

39. Such exchange will be significantly aided by the increased use of the digital library, through which all of the Institute's reports will easily be available. Furthermore, the Institute will be able to increase its capacity and visibility by making these highly dependable and enlightening reports easily available.

40. The Institute has sought to issue regularly a newsletter to keep interested parties updated of its goals and activities. The Institute is considering starting a digital newsletter, which will require fewer financial resources, and will continue to reach interested parties by e-mail and through the Institute's website. It is expected

that such a newsletter will be published regularly in 2011. Subsequently, if resources allow, it may be produced alongside a paper version. Opportunities for marketing this idea to potential partners are being discussed.

41. The Institute is continuing to update its digital information centre with records of important meetings, writings and advice of experts, and reports on conferences and visits, all of which highlight and advance issues relating to crime prevention and criminal justice administration. The online public access catalogue is being enriched with the addition of summaries and accounts from journals and articles on issues such as crime prevention and the treatment of offenders, human rights, penology and criminology, as well as other resources currently housed in the Institute's library. By expanding the reach of the information centre, the Institute aims to make detailed information easier to access. The use of online courses will also strengthen the Institute as a centre of educational excellence.

(c) Modernization of the information centre

42. The information centre has been modernized and now houses over 1,000 volumes on crime prevention and criminal justice, all of which are being added to the online public access catalogue, which is accessible worldwide. Coupled with the ever-expanding collection in the digital library, the information centre's resources are quickly becoming one of the more comprehensive and relevant collections available. Reports indicate that the number of visits to and applications for accessing the online library continue to rise every month.

(d) Website

43. After a great deal of planning and work, the Institute's website will be completely replaced with an interface that is more modern, accessible and functional. The Institute recognizes that its resources are only valuable in so far as they are accessible and that, therefore, its website needs to be significantly updated if it is to meet the need for an information dissemination mechanism that is swift, prompt and extensive. The new website will be more efficient and compatible with modern equipment and feature the resources that the Institute has to offer with a view to increasing collaboration, the dissemination of expertise and data, the availability of lines of communication to the Institute and the flow of information, thus promoting the consideration of the African perspective on the international criminal justice system. In addition, it is expected that the new website will enable the Institute to tap into potential sources of expertise, increase its visibility and increase its collaboration with interested stakeholders.

4. Cooperation

(a) Effective cooperation between the Institute and its partners

44. In order for the Institute to effectively implement its mandate, it must operate as part of a network. Cooperation at various levels has led to responses to the challenges posed by crime, both in routine cases and disaster management, and especially when such cooperation has focused on harmonized planning (especially through regional and international conventions), law enforcement, extradition and mutual assistance, peacekeeping, criminal justice administration and exchange of crime data using technology (for example through videoconferences).

45. The Institute is gradually tapping into the pool of available resources within its network of partnerships. This has the potential to enhance the visibility of the Institute at least cost.

46. Consistent with the relevant resolutions of its Governing Board, the African Commission on Human and Peoples' Rights, the Economic and Social Council and the General Assembly, the Institute is enjoined to undertake programmes with relevant partners and, in cooperation with UNODC, to respond to the needs of African countries in the area of crime prevention and criminal justice.

47. Also consistent with the relevant resolutions of its Governing Board and the General Assembly, the Institute has moved to consolidate existing partnerships while seeking new ones. Among the new ones is the partnership with the Transnational Law Institute of Washington and Lee University. Through this collaboration, the University sent two interns to work for the Institute from 25 May to August 2010. The interns work with the staff of the Institute on a variety of projects in accordance with their professional specializations.

48. The interns benefit from working alongside staff of the Institute, gaining valuable experience and showcasing their talents in a practical setting. They also use the opportunity to learn about justice and penal reform in developing countries, furthering their education and understanding of the importance of law and the judicial system.

IV. International cooperation and partnerships

49. The Institute has been represented at the following meetings:

(a) Second expert meeting on prison overcrowding, Tokyo, 14-18 September 2009;

(b) African Regional Preparatory Meeting for the Twelfth United Nations Congress on Crime Prevention and Criminal Justice, Nairobi, 8-10 September 2009;

(c) Meeting of the expert group to develop supplementary rules specific to the treatment of women in detention and in custodial and non-custodial settings, Bangkok, 23-26 November 2009;

(d) Regional ministerial meeting entitled "Promoting the Rule of Law and Human Security in Eastern Africa", Nairobi, 23-24 November 2009;

(e) Fourth Brazilian national congress on alternative sanctions, Salvador, Brazil, 6-9 April 2010;

(f) Twelfth United Nations Congress on Crime Prevention and Criminal Justice, Salvador, Brazil, 12-19 April 2010;

(g) Nineteenth session of the Commission on Crime Prevention and Criminal Justice, Vienna, 17-21 May 2010.

V. Funding and support

50. The total income of the Institute for the period from January to December 2009 was $585,129.69, a slight increase over the $578,423.57 received in 2008. This increase is attributed to the increased collections from member States in 2009 ($383,270.62) over those in 2008 ($189,248.90). The sources of the funds were as follows:

(a) Assessed contributions from member States, $383,270.62 (66 per cent);

(b) The 2009 portion of the United Nations grant, $154,233.71 (26 per cent);

(c) Other income received from the rental of the premises and facilities of the Institute, as well as interest on deposits, $47,625.36 (8 per cent).

51. For the period from January to May 2010, the total resources of the Institute were valued at $332,647.47, comprising the following:

(a) The 2010 portion of the United Nations grant for the biennium 2010-2011, $266,900, to pay part of the salaries of staff members in the Professional category;

(b) Assessed contributions from member States, $26,894.79;

(c) Other income from the rental of the Institute's premises, $38,852.68.

A. Assessed financial contributions from member States

52. During the reporting period (January 2009-May 2010), the Institute was able to collect $410,165.41 from the following member States: Burkina Faso ($9,985), Ghana ($8,307), Kenya ($8,410.79), Malawi ($77,477), Mozambique ($8,600.42), Sudan ($215,121.55), Seychelles ($74,023) and the United Republic of Tanzania ($8,240.61).

53. Of the total amount of $5,431,916 expected to be received by the Institute for the period 1989-2010, only $2,442,300.09 had been received as at 31 May 2010, leaving an outstanding balance of $2,989,615.91.

54. The issue of arrears of assessed contributions was discussed extensively by the members of the Governing Board both at the fourth extraordinary and eleventh ordinary meeting. The Board resolved to enhance the collection of arrears and agreed on a regional initiative spearheaded by designated member States to oversee the mobilization drive in each region, as follows: Kenya was assigned to mobilize the East African countries; the Sudan, the North African countries; Nigeria, the West African countries; Cameroon, the Central African countries; and Malawi, the Southern African countries. Pursuant to that resolution, some countries, such as Malawi and the Sudan, have followed up on their promises at the session with payments to clear all their outstanding dues. The Board also approved the proposal by the secretariat to review the assessed member States' contribution effective 1 January 2011.

B. United Nations grant

55. Since the biennium 1992-1993, the Institute has received a grant from the United Nations, which for the biennium 2010-2011 stands at $372,800. However, expenditure incurred in the biennium 2008-2009 revealed that $417,963.31 was needed to cover the salaries of the core posts in the Professional category of the Director, Deputy Director, Research Adviser and Administration/Finance Officer. As can be seen, the grant provided for only part of the salaries of the core staff, equivalent to about 19 months of the required salary payments, while the additional requirements were met from the assessed contributions of member States.

56. In the 2008 report (A/63/87, para. 50), the Institute reported on the decision of the Board to increase the salaries by 75 per cent in order to bring them to almost half of those of United Nations staff. The total amount needed to pay the salaries of the staff members in the Professional category for the biennium increased to $697,900 and was maintained at the same level during the biennium 2010-2011. This creates a deficit of $325,100 (current grant value, $372,800, minus total cost of salaries, $697,900), which means that the positions of Training Adviser and Information/Documentation Adviser remain unfilled.

57. Although, at its tenth session, the Institute's Governing Board requested the Third Committee of the General Assembly to consider recommending an increase in the value of the grant effective from the biennium 2010-2011 to reflect the total requirement of $697,900 to cover the salaries of core Professional staff, the grant was maintained at its 2008-2009 amount of $372,800. The continued delay in the recruitment of both the Training Adviser and the Information/Documentation Adviser has affected the effective implementation of activities in the relevant subprogrammes.

C. Other income

58. The following revenue was received: $120,489.41 from leased premises, $28,055 from rented premises and $6,073.39 from banking operations (interest receivable and gain on exchange transactions).

VI. Future of the Institute

59. The protocols establishing the Institute and subsequent resolutions of the General Assembly give legitimacy to the Institute's collaboration with other agencies in the fight against crime. A collective approach to challenges posed by crime to African countries is a preferred strategy. By statutory provision, the Institute is mandated to promote collaboration among the governments of the region in formulating common policies and undertaking joint action on matters of mutual concern in crime prevention and control. In its resolution 64/181, the General Assembly recognized that the Institute is a focal point for all professional efforts aimed at promoting the active cooperation and collaboration of Governments, academics, institutions and scientific and professional organizations and experts in crime prevention and criminal justice.

60. The resolutions of the Governing Board reaffirm the need for the Institute to be more visible so that it might access needed resources. Crime prevention policies can only be harmonized through the exchange of available data and the comparative analysis and application of such data, an effort that conforms to a vision of the future based on increased partnership and collaboration among agencies in each country and region. Individual attempts at crime prevention are ineffective because the criminal acts tend to be well coordinated and to result from highly organized transnational schemes.

61. Emerging forms of crime constantly pose challenges that can only be met through innovative, tailored measures and the involvement of many partners. The Institute's capacity to succeed in this regard is heavily threatened by its dire financial situation. In the immediate short term, coalition-building, cost-sharing and community involvement are key to making more efficient use of available resources. But, in the medium and long term, the Institute will have to change course somewhat if it is to establish itself as a sustainable and effective mechanism for preventing crime and ensuring the rights of the accused throughout Africa. Thus, the future of the Institute depends on four distinct areas: increased visibility, capacity-building, sustainability and adapting programmes to fit the Institute's current mandates and the dynamic nature of crime and criminal justice in Africa.

62. The Institute is already adapting its programmes and exploring new avenues (such as programmes on identity theft and cybercrime, and the provision of legal aid) to achieve those mandates and to meet the dynamic needs of the African continent. In that regard, the Institute will continue to take innovative approaches to addressing emerging issues and increasing its ability to meet new obstacles by streamlining current systems and creating new ones. Increasing visibility is a task that is already well under way. In the near future, the new website of the Institute should be up and running. In addition, smaller projects that will connect the Institute to popular networking and informational websites are being carried out, enabling the Institute to connect in new ways with organizations and individuals while not abandoning more traditional routes of establishing relationships.

63. The Institute will continue to expand its digital library and online public access catalogue in order to attract a greater audience of researchers, decision makers and potential partners. Further, the Institute will reach out to popular media outlets in order to garner attention to vital programmes that might otherwise suffer simply because the right individuals and groups are unaware of them. The Institute will also continue to build relationships with academic institutions worldwide in order to expand support and raise awareness.

64. Regarding capacity-building, the Institute needs to step more fully into a coordinating role in order to enhance collaboration with other organizations. In particular, in the area of training, the Institute must enhance its relationship with the numerous legal aid organizations involved in training throughout Africa. In line with the Lilongwe Declaration on Accessing Legal Aid in the Criminal Justice System in Africa,[3] the Institute will seek to direct both its training and research energies to strengthening cooperation and support for the provision of legal aid services by African Governments. In addition, it will seek to increase its

[3] Available from http://www.penalreform.org/files/rep-2004-lilongwe-declaration-en.pdf.

involvement in training and building stronger relationships with legal aid organizations harmonizing the diverse approaches to legal aid and paralegal training in Africa. Such efforts are expected to lead to the establishment of good practices and to launch a uniform response and tailored interventions addressing due process rights and legal illiteracy. The Institute will also search for visiting experts, exchange students and interns to act as legal aid workers while simultaneously offering opportunities for educational and professional growth. The Institute must take on a stronger role in coordinating the efforts of Governments, non-governmental organizations, international bodies and other stakeholders and contributors. In addition, the Institute must streamline its processes in order to create more stable, sustainable programmes that can be easily be adapted to meet a given need at a given time.

65. Sustainability has always been a key challenge for the Institute. Increasing the contributions from member States is an urgent priority. Through capacity-building and by increasing its visibility, the Institute has made and will continue to appeal to member States to pay their dues, convincing them that doing so is not only a good demonstration of commitment but also a shrewd investment. In addition, the Institute's ongoing improvements should result in an increase in the number of member States. Nonetheless, a chronic lack of financial resources will continue to hamper the Institute's efforts. To meet this challenge, a number of fund-raising efforts will be carried out. An online mechanism that would allow individual donors to contribute is being planned for the Institute website. The Institute will also attempt to convince other donors to collaborate and contribute to individual projects, getting in touch with larger non-profit and for-profit corporations that have a stake in Institute programmes or a history of supporting similar causes in order to apply for grants and other types of support. It is becoming increasingly clear that credibility, sustainability and effectiveness all depend on a consistent stream of financial support.

66. All the above efforts point to the review of the Institute mentioned in paragraph 10 of the present report and to the recommendations that are expected to result from that review, which will aim at strengthening the sustainability of the Institute and at highlighting its relevance for meeting the crime prevention and criminal justice challenges of African countries. In that respect, the Institute is scheduled to reach an operational level comparable to that of its sister institutes serving in other continents, which, for understandable reasons, are well endowed and have sufficient means to meet their mandates.

VII. Conclusion

67. Although international collaboration and support is key to solving the problems posed by crime in Africa, the region faces its own specific challenges. Lawlessness, underdevelopment and flawed programmes of remedial intervention consistently plague all African countries. Broader areas, such as the quality and availability of social services, national aspirations and goals, systems of governance and the rule of law, and the overall progress of development in Africa are constantly threatened by the impact of crime and deficiencies in the criminal justice system. Efforts aimed at sustainable socio-economic development are constantly compromised by crime. Far from becoming less serious, transnational organized

crime throughout Africa is becoming more sophisticated and, to the detriment of Africa, more entrenched.

68. An effective crime prevention and criminal justice reform agenda in Africa requires a pragmatic assessment of the existing challenges and the formulation of a set of evidence-based policies and activities that are tailored to priority issues. Effective crime prevention measures in Africa must overcome the obstacle presented by a dearth of skills, knowledge and expertise. The nations of Africa must have the capacity to protect their populations and sustain development and progress. The Institute is a major player in accomplishing this task through action-oriented research and empirically based, innovative approaches based on data, expertise and the realities of African crime and criminal justice. The Institute's programmes need to establish measures for the prevention of crime and appropriate criminal justice reform. All attempts at crime prevention should reflect a concerted effort by all sections of society. The Institute will continue to grow into its role as coordinator of these efforts with regard to crime and criminal justice administration, and will continue to be a focal point for all professional efforts aimed at promoting the active cooperation and collaboration of Governments, academics, institutions, scientific and professional organizations, and experts in crime prevention and criminal justice.

69. As a significant source of expertise, academic excellence and relevant technical assistance to Africa in identified areas of need, it is reasonable to imagine the Institute as the engine for delivering suitable programmes, crime-related data, operational developments and policy guidelines tailored to Africa's realities.